

Section 4.20 Recruitment Guidelines

Last Update: 2/2011

Recruitment – The Key to Successful Hiring and a Productive Workforce

Recruitment is a process that should be targeted, collaborative, continuing and accountable. The success of the recruitment process is measured in the timely attraction of quality, retainable, appropriately-skilled talent identified through the recruitment efforts of the agency, the Department of Administrative Services-Human Resources Enterprise (DAS-HRE), and inter-agency collaborations.

Keys to Success:

A. Key # 1 – Develop a Recruitment Plan

- **A Plan that Targets Talent**

Hiring the right person the first time begins with having a practical and relevant recruitment plan. The recruitment plan becomes the nexus for acquiring and retaining a skilled and productive workforce. Each agency should develop and annually review an agency-level recruitment plan based on the staffing needs as indicated by internal and external conditions. To guide the process and facilitate an ample pool of qualified talent, managers and supervisors should also develop a recruitment plan specific to each vacancy.

The agency's plan should be developed with input from managers, supervisors, and agency staff that support workforce planning, recruitment, and hiring activity. The plan should have the full support and authority of the agency director.

- **A Plan that is Collaborative**

DAS-HRE is available to consult with the agency in creating a recruitment plan and providing technical assistance in acquiring and retaining talent. Agencies may consult DAS-HRE staff as outlined:

- The **Affirmative Action Officer** is available to advise and assist the agency with its:
 - Affirmative action plan and progress
 - Demographic information gathering
- The **Personnel Officer** is available to advise and assist the agency with its:
 - Affirmative action plan and progress
 - Recruitment plan
 - Recruitment activity and events
 - Succession planning
 - Retention issues
 - Resource allocation
- The **Recruitment Coordinator** is available to advise and assist the agency with:
 - Recruitment plans
 - Recruitment activity and events
 - Targeted recruitment (protected classes - females in non-traditional occupations, minorities, and persons with disabilities)
 - Collaborative recruitment by coordinating:
 - career/job fairs
 - community events
 - inter-agency sharing of information and resources
 - job searches
 - advertising campaigns
 - Diversity Initiatives

- **A Plan that is Robust**

Critical to developing and maintaining an effective recruitment strategy is to consider the following

factors:

- Job Review and Analysis
 - Keep PDQs relevant. The PDQ should be clear and concise, reflecting current job duties as they relate to the required knowledge, skills, and abilities of incumbents. Identify those competencies essential to success in the position.
- Affirmative Action/Diversity
 - Know the demographics of available labor within the geographical locale for which the agency or unit will need to recruit. The American Community Survey and Iowa Workforce Development (IWD) may be useful in gathering this kind of data.
- Turnover Data
 - Know and understand factors that impact turnover. Use new hire and exit interview data to gain an understanding of turnover.
- Skills Inventory
 - Know the inventory of skills within the agency to understand better recruiting opportunities. Know when it's more practical to recruit internally.
- Succession Planning
 - Build bench strength within the organization by recruiting, coaching, and developing staff to fill key roles in the agency.
- Growth Indicators
 - Understanding changes in the needs and services provided by the agency and innovations impacting service offerings allows the agency to recruit strategically.
- Talent Market Conditions
 - Seek to know the availability and presence of requisite talent. Work with colleges and universities to produce students with essential skills. Collaborate with local k-12 educational systems to encourage interest in targeted public administration professions.
- Budgetary Provisions
 - Each agency should exercise fiscal prudence in the designation of resources for recruitment activities based on the projected staffing needs created through turnover and growth.

B. Key # 2 – Have an Implementation Strategy

• Build in Accountability

Implementation of the recruitment plan is the joint responsibility of:

- Managers
- Supervisors
- Personnel Assistants (if applicable)
- Other Staff (where feasible)
- Appointing Authority

• Be Strategic

The agency must be deliberate about sourcing vacancies, especially those positions indigenous to the agency. Prepare a toolkit – complete with checklists, timelines, and databases – to maximize your ability to attract highly-qualified applicants. Include at minimum a database of:

- Advertisement options
 - Job boards
 - Professional affiliations
 - Social Media Group Memberships (LinkedIn, Facebook, Twitter, etc.)
 - E-publications
 - Multimedia outlets – web banners, television, radio, newspapers, email, postal mail

- Career/Job Fairs
 - Professional/Skill focused
 - Colleges, universities, and technical schools
 - Diversity focused
- Referrals
 - DAS-HRE referral program
 - Previously interviewed
 - Networking contacts
 - Employee referrals
 - New hires
- Internship Strategy
 - Paid
 - Unpaid
 - Co-op education
- Networking Strategy
 - Social media
 - Professional associations
 - Community networking events
 - Employment workshops/networking socials
 - Staffing organizations
 - Diversity receptions/gatherings
- Intra-agency collaboration
 - BrassRing
 - Job Shadowing – provide an opportunity for self-identifying employees to job shadow in the agency with appropriate approvals.
- Volunteers/service learning projects
 - Corporation for National and Community Service
 - AmeriCorps
 - Independent citizens

C. Key # 3 – Recruit with Retention in Mind

Being purposeful about attracting the right talent – individuals that meet the academic, experience, and cultural stance of the agency – is vital to retaining employees. Agencies should engage those exercises that would build:

- A “pipeline” or “pool” of talent; manage relationships within that pool by communicating at regular intervals using an appropriate communication strategy.
- Brand recognition in targeted communities by attending and/or seeking out opportunities to present at workshops or panel presentations, community events, and schools’ and colleges’ career-focused programs.
- Strategic academic, business, and community partnerships to enhance the attractiveness of the agency and its job classes.